W.K. KELLOGG FOUNDATION
U.S.-BASED WORKFORCE AND
BOARD COMPOSITION REPORT
by Race/Ethnicity, Gender and Job Category

Aug. 31, 2019
WORKFORCE COMPOSITION AND CHANGE OVER TIME
U.S.-based Workforce Representation by Race/Ethnicity
10-Year Comparison (2008/09-2018/19)

2008/09 Total=164
- People of Color: 42 (26%)
- White: 122 (74%)

2018/19 Total=199
- People of Color: 89 (45%)
- White: 110 (55%)
U.S.-based Workforce Composition by Race/Ethnicity
10-Year Comparison (2008/09-2018/19)

2008/09 (Total = 164)
2018/19 (Total = 199)

Note: Percentages may not equal 100% due to rounding.
U.S.-based Workforce Representation by Gender
10-Year Comparison (2008/09-2018/19)

2008/09 Total=164
Female: 125 (76%)
Male: 39 (24%)

2018/19 Total=199
Female: 149 (75%)
Male: 50 (25%)
WORKFORCE COMPOSITION
BY JOB CATEGORY
U.S.-based Workforce Composition by Race/Ethnicity and Job Category as of August 31, 2019

<table>
<thead>
<tr>
<th>Job Category</th>
<th>People of Color</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>75% (6)</td>
<td>25% (2)</td>
</tr>
<tr>
<td>Executives</td>
<td>58% (7)</td>
<td>42% (5)</td>
</tr>
<tr>
<td>Directors</td>
<td>47% (8)</td>
<td>53% (9)</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>39% (23)</td>
<td>61% (36)</td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>72% (38)</td>
<td>28% (15)</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td>59% (34)</td>
<td>41% (24)</td>
</tr>
</tbody>
</table>
U.S.-based Workforce Composition by Gender and Job Category as of August 31, 2019

- Trustees: 63% (5) Female, 38% (3) Male
- Executives: 58% (7) Female, 42% (5) Male
- Directors: 59% (10) Female, 41% (7) Male
- Program Officers & Managers: 69% (41) Female, 31% (18) Male
- Other Exempt Professionals: 79% (42) Female, 21% (11) Male
- Non-Exempt: 84% (49) Female, 16% (0) Male
U.S.-based Workforce Composition by Gender and Job Category
10-Year Comparison (2008/09-2018/19)

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>30% (3)</td>
<td>70% (7)</td>
</tr>
<tr>
<td>Executives</td>
<td>37.5% (3)</td>
<td>63% (5)</td>
</tr>
<tr>
<td>Directors</td>
<td>45% (5)</td>
<td>58% (7)</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>38% (5)</td>
<td>59% (10)</td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>62% (8)</td>
<td>69% (41)</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td>41% (7)</td>
<td>84% (27)</td>
</tr>
<tr>
<td>08/09</td>
<td>84% (27)</td>
<td>75% (46)</td>
</tr>
<tr>
<td>18/19</td>
<td>79% (42)</td>
<td>79% (42)</td>
</tr>
<tr>
<td>08/09</td>
<td>89% (42)</td>
<td>84% (49)</td>
</tr>
<tr>
<td>18/19</td>
<td>84% (49)</td>
<td>89% (42)</td>
</tr>
</tbody>
</table>

Note: The numbers in parentheses represent the number of years in the comparison.
Note: No data is shown for years in which there were no changes. Percentages may not equal 100% due to rounding.
Board of Trustees Gender Composition
30-Year Period (1989-2019)

Note: No data is shown for years in which there were no changes
WORKFORCE COMPARISON TO SELECTION POPULATION STATISTICS
U.S.-based Workforce Compared to Select Population Statistics by Race/Ethnicity

Note: WKKF US-based on staff as of 8/31/19; population statistics from U.S. Census 2018 estimated data.